

RETHINK
Di**V**E**R**S**I**T**Y**
FOR
COMPETITIVE ADVANTAGE



The ability to attract and leverage diverse talent is a business opportunity
that not many organisations are exploiting successfully.

What are you doing to get ahead and create this competitive advantage?

CONTENTS

EXECUTIVE SUMMARY	4
WHY: The leadership context is not the same as it used to be.....	5
WHAT: Shifting from Survivor to Shaper by Being Smart Together.....	7
HOW: What do we need to be smart together?.....	10
Build Divergence And Convergence To Be Smart Together	12
Keys To Building Divergence.....	13
Keys To Building Convergence.....	16
WHY NOW?	18

THE CONTEXT

We work in an increasingly inter-dependent world where cross-border teams are becoming the norm and partnerships across the supply chain are a necessity. With the change and disruption in so many sectors, innovation is not a 'nice to do', while the best talent are difficult to attract and retain. Traditional businesses are being overtaken by new business models, often started by talented individuals who didn't 'fit' in organisations.

THE PROBLEM

Not many organisations are successfully leveraging the power of diverse teams, thinking, and collaboration. Too often, the topic of diversity is approached as a compliance issue or issue of fairness. Those who consciously and successfully harness diversity in their organisations will be the shapers of the future moving forward. They will be the challengers of the status quo, the innovators who find new products and services and new ways to deliver and market them. They will create a sustainable competitive advantage that is difficult to replicate.

WHAT TO DO

Attracting diverse talent is only the first step. You waste the talent if they cannot contribute their unique perspectives productively. Building 'visible' diversity, such as gender, race, age etc. is a great start but not enough. To truly leverage diversity, organisations and its leaders need to get better at building both convergence and divergence.

Convergence: Convergence is about having a purpose, goal, values or connected relationships that unite people. When working with a global team or with partners, getting aligned on a mutually beneficial purpose and goal is critical for success. Innovation efforts are purposeful. Talented people are attracted to organisations where there's a meaningful purpose to contribute to.

Divergence: While convergence is important, convergence alone can lead to group think and people striving to fit in rather than contribute their best, unique ideas. Divergence is about the ability to have healthy conflict where people don't feel the pressure to conform. Disruptive ideas are welcomed to keep innovating and diverse talent, global teams and partners will contribute more as they feel respected for the unique perspectives they bring. Divergence is also protective in that problems and risks are identified and discussed early as it avoids having a 'good news' culture.

Having one and not the other is unhelpful. This capability to build both convergence and divergence prepares us to thrive in the volatile and uncertain future in the increasingly inter-connected world. With globalisation, talent shortage, need for partnerships and innovation, our ability to attract and leverage diversity will put us ahead of our competition.

WHY: THE LEADERSHIP CONTEXT IS NOT THE SAME AS IT USED TO BE

We are in the midst of some challenging dynamics of disruption and change across most industries. Start-ups and small organisations are able to grow more rapidly, enabled by digital and other technologies. Established businesses that are slow to adapt are losing market share. Many businesses are faced with the threat of being disrupted as well as the opportunity to disrupt the industry in ways that could not be done before.

To take advantage of the opportunities, organisations will need to adapt in ways they have never done before. Working harder in the same way will get you nowhere. Different ways of leading, working, thinking, innovating and delivering are called for from the people in the organisation and their partners.

This shift is accelerating due to a number of forces at play.



TALENT SHORTAGE

Great talent has high currency and is difficult to find, attract, retain and engage. It is challenging in sectors where the known brands and large organisations invest heavily in talent attraction and retention. The ability to harness diverse talent, not only broadens the pool from which to find the talent, but it will more likely attract the best talent. Talented people value being appreciated for what they bring and for who they are as a person. *We must become the talent magnet, as well as talent developer to thrive in this environment of talent shortage.* To be a talent magnet and developer, leaders need to be great at leading different types of people.



GLOBALISATION

Global teams are becoming the norm. Many businesses are tapping into global resources to manage costs as well as to expand their global reach. Diverse teams are challenging enough without the physical distance. Our ineffective approaches to leading diverse teams will show up in miscommunication, inefficiency, and poor service quality. *To perform and grow in the increasingly globally diverse teams, we need leaders who can unite diverse teams and leverage the unique talents of team members.*



PARTNERING

Where specialists are more competent and effective, developing productive partnerships across the supply chain is critical. Working across multiple organisations from a diverse mix of organisational and ethnic cultures requires an ability to lead flexibly and leverage differences. Due to the inter-dependent nature of some of the operations, the cost of getting this wrong is significant. The competitive advantage from getting it right is enormous. *We must become skilful partners and leverage differences to generate, not destroy, business value.*



AGE OF DISRUPTION

The rate at which organisations and industries are being disrupted and replaced by new technology and business models has accelerated in the last decade. It is unlikely to slow down, and organisations are needing to rapidly adapt. This ability to adapt rapidly and innovate is no longer a 'nice to have'; it's necessary for survival. *We must become the disruptor, not the disrupted.* To be the disruptor, we need 'out of the box' thinking from people who don't think like we do.

With this leadership context, diversity – more specifically, leaders' ability to build and leverage diversity – will generate greater value than ever before. Organisations who see diversity as a source of competitive advantage will outperform those who see it as merely a compliance or fairness issue.



WHAT: SHIFTING FROM SURVIVOR TO SHAPER BY BEING SMART TOGETHER

In any industry, there are laggards and shapers and everything in between. In the past, shapers tended to be the large organisations with strong brands. They had the resources to invest in R&D, deliver products and services efficiently through economies of scale and strengthen their brand with extensive marketing. While these organisations still have advantages, it is being eroded by innovative, agile, start-ups and smaller organisations.

This shift away from 'bigger is better' presents opportunities for smaller organisations as well as courageous larger organisations who are willing to disrupt themselves. The organisations who succeed will be ones that are able to fully harness the human talents of their organisation and partners. That is, those who are able to be smart together. Building and leveraging diversity becomes a competitive advantage, which is difficult to replicate.

	YOU ARE A ...	LIKELY STAFF ENGAGEMENT*	GROWTH POTENTIAL
VALUE GENERATOR	SHAPER	100%+	Significant
	ADAPTER	80%-100%	Increasing
VALUE MAINTAINER	FOLLOWER	60-80%	Some
	SURVIVOR	40-60%	Limited
VALUE DESTROYER	LAGGARD	Less than 40%	None

* Indicative engagement levels based on Aon Hewitt Engagement Survey benchmarks – bottom quartile around 51%, top quartile around 76% in 2015 (from 2015 Trends in Global Employee Engagement, Aon Hewitt)

Figure 1: From Laggard to Shaper

LAGGARD

Think about Kodak leaders who couldn't 'hear' their employee's invention of a digital camera in 1975. When new and different perspectives and thinking is ignored or marginalised, you risk missing opportunities, growth and learning. In an ever-changing environment, that means you're shrinking. Unable to contribute their talents and ideas, engagement is likely to be low in these organisations.

SURVIVOR

In survival mode, organisations can only focus on the immediate issues. As a result, it feels inefficient to work with a team full of diverse ideas. It is like in an emergency, you need people to follow orders. While necessary during critical turnarounds, it is not a sustainable approach. People will not be striving to be their best, they will be in self-protection mode and engagement will suffer.

FOLLOWER

Follower organisations tend to look outside for 'best practice' or expertise. They have not built the capability to leverage internal talent. As no original thinking is generated from the inside, they remain followers and at the effect of competitors, disruptors and external trends.

In Laggard, Survivor and Follower organisations, the talent potential in the teams and organisations are *untapped*, at best. At worst, the potential is *undermined* or *undiscovered*, and the team/organisation is likely to fall behind others who are further up the scale.

ADAPTER

The tipping point occurs when leaders and organisations recognise and decide to deliberately harness the diverse talents within the organisation. These leaders may have had first-hand experience with a diverse group of people, solving complex problems or generating more value than a homogeneous group could. These leaders take active steps to build diverse teams and organisations and leverage their talent. People feel valued, teams are more engaged as a result and are responsive and adaptable. Engagement is likely to be at the 'best employer' levels.¹

SHAPER

Leaders in Shaper organisations see diversity as a business advantage such that diversity becomes an integral part of their business growth strategy. People join because they want to contribute, so engagement is a given. By attracting and leveraging diverse talent, they access the best talent and harness the collective intelligence for breakthrough results. These organisations have a competitive advantage that is difficult to replicate – a team of diverse talent that innovate, solve problems, seize opportunities and adapt in ways that a homogeneous team could not.

Adapter and Shaper organisations are likely to:

- Have leaders who deliberately build and leverage diverse teams
- Have a more engaged workforce, who feels appreciated for who they are, as well as the talents they contribute
- Deliberately use diversity of thinking for innovation and decision making
- Attract the best talent from a larger pool
- Better leverage a global or geographically distant workforce
- Improve client-supplier partnerships and leverage diverse talents and skill-sets

A shift in mindset and approach to diversity is needed to leverage diversity as a competitive advantage.



HOW: WHAT DO WE NEED TO BE SMART TOGETHER?

Many studies and papers highlight that diverse companies, teams and boards are more successful than their homogeneous rivals. Examples include:

- In 2007, Catalyst found that companies with more women board directors outperformed those with the least on three financial measures: return on equity (53 percent higher), return on sales (42 percent higher), and return on invested capital (66 percent higher).ⁱⁱ
- McKinsey found that a) Companies in the top quartile for racial and ethnic diversity on their boards were 30 percent more likely to have financial returns above their respective national industry medians; b) Companies in the top quartile for gender diversity were 15 percent more likely to have financial returns above their respective national industry medians.ⁱⁱⁱ
- The article *How diversity makes us smarter*^{iv} in The Scientific American shares research that shows the effect of having people who are different to us on our ability to think creatively. The key lesson “This is how diversity works: by promoting hard work and creativity; by encouraging the consideration of alternatives even before any interpersonal interaction takes place.”

In addition, studies show that diversity without an inclusive culture have lower operating profit, less innovation, and lower engagement than those with diversity and an inclusive culture^v. Just because a team looks diverse or quotas have been met, it doesn't mean diversity is actually leveraged.

Diverse teams are challenging. Research by Guillaume, Y.R.F, et al indicated that diverse teams tend to perform at the bottom or top of the bell curve^{vi}. Research on workgroup diversity has focused on the impact of increasing levels of heterogeneity (difference) in work teams and group performance. The results fall at two ends of a spectrum, with one end demonstrating positive impacts, and the other end demonstrating negative effects.

Greater diversity in teams means increased likelihood of disagreements. Simply recruiting for diverse teams does not translate to higher performing teams.

There are numerous examples of leaders and teams struggling to have a diverse team to perform. Think of times when you have had to work with diverse, global team members or partnering organisations with different cultural norms, potential language barriers, and added challenges of geographical distance. The effort to build cohesion can be hit and miss. The benefits of a virtual team or partnerships can be eroded when collaborative efforts are unproductive. Getting it wrong affects service quality, efficiency as well as innovation.

Leaders may make unconscious decisions against diversity based on knowing how challenging it can be to bring someone different into a team. For a risk averse leader and/or someone who is not confident about leading people who are different or don't 'fit', it would be much safer and easier to choose more similar team members. There are many examples of people who have been asked to leave or not chosen for the role because they don't 'fit the culture'.

Leaders may not even realise that they are making the lower risk decisions. Even advocates of diversity may make these 'safer' decisions. It is understandable that leaders take the easier and safer option, because they are busy and have so much else to worry about. It may feel like too much work to get someone in that doesn't quite 'fit'.

Liane Davey explains in *You Firstⁱⁱⁱ* about the challenge that leaders face: "Diversity of thought slows you down. At least it feels like it slows you down. In reality, without diversity, you might rocket through the decision-making process only to grind to a halt during implementation."

Imagine a workplace with more leaders with more confidence and skills in working with a broad range of people. They work better with global teams, different types of suppliers, and ultimately, better serve a broader range of customers. Teams are likely to be more creative and engaged as they are able to express their uniqueness more fully.

For organisations to fully leverage the power of a diverse workforce and partnerships, leaders and organisations need to expand their capabilities beyond awareness of unconscious biases and building diverse teams.

Build Divergence And Convergence To Be Smart Together

What we need is the ability to create both divergence and convergence within groups. Divergence is having diversity such that different voices, perspectives, facts and opinions are raised, heard and debated. Convergence is having a purpose, goal, values or strong relationships that unite people. But they're opposite ideas, you may say. They are indeed opposites, and when achieved together, creates the healthy tension and stretch to grow into something better. Most groups tend to achieve either divergence or convergence, however, and are not very smart together as a result.

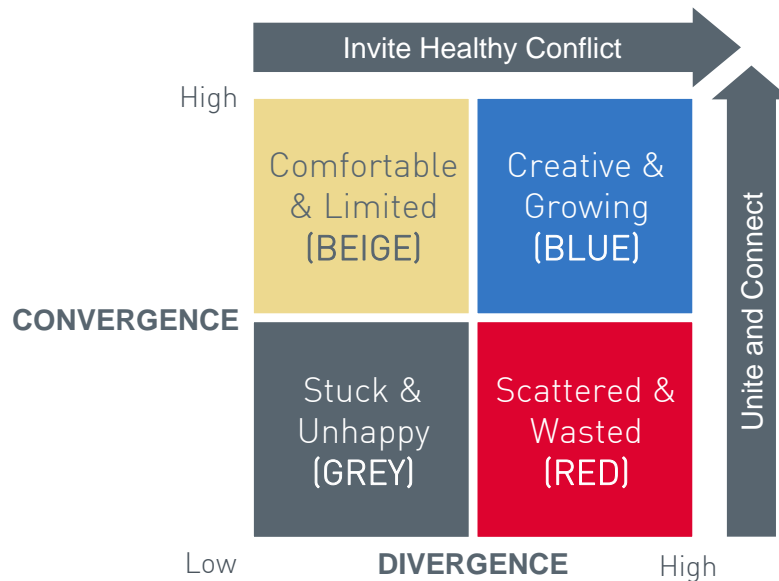


Figure 2: Building Both DIVERGENCE and CONVERGENCE

GREY ZONE: When everyone thinks the same and they don't have anything that unites them, it's just Groundhog Day. There is no challenge, nothing to strive for. They are stuck and unhappy.

BEIGE ZONE: When we're united and we all think the same, it's comfortable. We feel good because we're all on the same page. But it's limiting as there's no challenge. We are beige. Someone or something else will disrupt from the outside because there's no disruption on the inside.

RED ZONE: When we're all different but there's nothing to unite us, there's tension, misalignment, frustration and a lot of energy scattered and wasted. We may end up with factions, undermining or in-fighting. We are destroying each other's smarts.

BLUE ZONE: When we allow for differences and have constructive conflict for a uniting purpose, that's when we have a winner. That's when the whole is greater than the sum of the parts. Everyone is able to contribute their unique perspectives without the pressure to fit in, and the differences add to the group rather than split the group.

Getting to the BLUE ZONE requires maturity and skill. Maturity to listen when we disagree, to be influenced by others without giving in, to have the strength to stand our ground while being in the minority, and to leave our egos at the door when compromise is needed. Skills to identify what unites the group, to draw out differences with awareness of power dynamics, to negotiate win-win wherever possible and to find common ground amongst differences.

The following are key strategies for building divergence and convergence.

Keys To Building Divergence

You can have a diverse team and not have effective divergence. If people are unable to express their unique perspectives, you've lost it. Divergence is only achieved if there is willingness to openly share information, have disagreements and work through them rather than shut them down.

How often have you seen people, or at times, yourself:

- not listening to others because it doesn't fit with your views or beliefs
- being attached to or even evangelical about your own views or ways of doing things
- being defensive about our views when others disagree
- doing all the talking
- not seeking to understand or ask any questions
- not inviting contributions from people with the minority/unpopular views or quieter voices
- holding back from contributing in fear of looking stupid
- not disagreeing when you should, to avoid conflict
- just going along with the majority, worrying about what others think of you

Leveraging diversity is the smart thing to do but it's not the easiest thing to do!

So what does it take to build divergence that is helpful?

EXPAND AWARENESS - GO BEYOND THE OBVIOUS DIVERSITY CATEGORIES

A lot of the current attention is on gender, and race to a lesser degree, because they are easier to recognise and measure. Age, disabilities, sexual orientation, and religion do not get much focus. Much less frequently discussed are personality, thinking styles, leadership styles and attitudes. A gender diverse team may not necessarily be that diverse nor generate the intended business benefits.

When we do not pay attention to the different facets of diversity, we end up marginalising the people who are a little bit different. Imagine being an introverted, highly collaborative, part-time white male executive who gets spoken over whenever he takes a breath. He can easily feel marginalised in a team of extroverted, competitive men who work long hours. In addition, he gets minimal support while his female colleagues receive a range of development options.

It is not to say we shouldn't support those in 'visible' minority groups, as it is definitely challenging to be in the minority. It pays to recognise the complexities of what causes us to feel marginalised and unable to contribute our best, as there are so many factors.

What if we looked at diversity from the lens of unlocking dormant and unique potential of every individual? Consider:

- Have you ever felt like your views were not heard because they were unpopular or too different?
- Have you or others been marginalised for having approaches and work style that do not fit the dominant style in the team or organisation?
- Do you think that there is a particular archetype that seem to be more successful than others or identified as 'talent' in your organisation?
- Who or which groups have greater power? Do those with less power get heard?
- Are there aspects within yourselves that are not allowed out – that you have to 'cover' them? How does that limit your potential to contribute your best?
- How often are differences (including visible and less visible qualities) actively sought out in hiring, promoting, problem solving and decision making processes?

So much talent goes unnoticed, underutilised or gets buried. Sometimes, it is because of the differences in the visible qualities, like gender and race. Other times it's the less visible inner qualities or a combination of both. Either way, diversity of thought is weeded out, and we wonder why teams at senior levels are not diverse.

Can organisations afford to have so much talent lying dormant or being under-utilised in the current fast changing, talent shortage environment?

Helping more leaders connect with experiences of being marginalised and having empathy for those who tend to be more marginalised will also allow them get beyond a rational understanding of the issue and missed opportunity. It will help them to personalise the cost to individuals and how it may limit their contribution to the business.

WORK WITH BIAS – ABILITY TO ACT WITH AWARENESS OF BIASES

No doubt unconscious bias plays a big role, and because it is unconscious, it is difficult to address. Many leaders who have attended training on unconscious bias report great

insights into their lack of awareness and begin to put measures in place to counter their biases. Even with increased awareness, leaders may still fall into hiring, rewarding, or listening more to people who are like them, not realising the effect that has.

We cannot avoid cognitive biases. They happen so quickly without our awareness that it's impossible to catch. There are also so many types of biases, as comprehensively written by Heidi Grant Halvorson and David Rock in their article, *Beyond Bias*^{viii} and Howard J. Ross in his book, *Everyday Bias*^x. For example, confirmation bias is rife in organisations. We tend to find and favour information that confirms one's beliefs while giving disproportionately less attention to information that contradicts it.

We are making biased judgements, assumptions and decisions all the time. The question is whether we realise their benefit or damage. Sometimes our cognitive biases are efficient short cuts and are useful. Other times they lead to missed opportunities and business failures. It is not just about biases during hiring decisions. Think of the many corporate failures where people in the organisation knew about the issues but were not listened to.

Given that we are wired to have cognitive biases, the best we can do is to:

- Be open to challenging our thinking, knowing we are inherently biased
- Put in place reminders to trick and challenge our thinking and decision making
- Regularly seek feedback and input from people who think differently
- Create an environment where people with less power are able to challenge people with more power – whether it's seniority, majority group, people with influence.

WELCOME CONFLICT – ABILITY TO HAVE HEALTHY CONFLICT

Conflict is often avoided or handled poorly. Conflict avoidance results in passive aggression, undermining, and invisible but palatable tension. Mishandled conflict results in visible tension and the splitting of groups. Both result in productivity loss, which is often why leaders choose the safer option of finding people who 'fit'. The reality is, however, there will be conflict even if you hire for fit. As Meg Wheatley, author of *Leadership and the New Sciences* stated, "Conflict is an inevitable consequence of inter-dependence." Organisations exist because they create more value through inter-dependent roles and functions. If you want inter-dependence, the ability to handle conflict well is a critical skill.

FEAR OF CONFLICT CAN LEAD TO FEAR OR AVOIDANCE OF DIFFERENCE

The easier thing for leaders to do is to hire someone who will 'fit' the team rather than one that would bring difference. If teams are confident about having constructive conflict, difference will be welcomed and harnessed.

Some of these skills include:

- Catching our reactive behaviours when facing differences

- Listening and asking with curiosity
- Courage to show conviction and while being humble and flexible

Diverse groups and teams have greater opportunity for breakthrough innovation and problem solving, but this is only harnessed when constructive conflict is encouraged and handled with skill. In other cases, globalisation is making it a necessity to lead diverse teams. The ability to handle conflict, and not sweep it under the carpet, is increasingly important.

Keys To Building Convergence

Convergence is achieved when people are aligned and united towards a shared purpose and goals. Most leaders and organisations talk about the importance of alignment. But how often is it achieved?

How often have you seen:

- people nodding in agreement in meetings then doing their own thing afterwards
- communication efforts wasted as people interpret things differently to what's intended
- people getting the logic but not emotionally buying in
- leaders paying lip service and disenfranchising their teams
- misunderstandings resulting in confusion and conflict

Despite many leaders and organisations wanting alignment, few achieve it well. So what does it take to build convergence?

ELEVATE YOUR PURPOSE SO PEOPLE CHOOSE TO ALIGN

The first building block for alignment is for leaders and organisations to hold an intention to serve others more than an intention of serving oneself. People are naturally drawn to leaders and organisations who are committed to the greater good. Self-serving leaders who act to protect their own interests inspire few people, if any.

The challenge here is that although we may have an intention to serve, others may perceive us as self-focused due to the words we use and behaviours we demonstrate. This may be due to the pressures we are under and lack of awareness of the impact of our actions.

When we want people to be aligned, we need a WHY that will serve others and the greater good. As Simon Sinek says in *Start with Why*, "People don't buy what you do, they buy why

you do it.” When an organisation and leaders have a strong sense of purpose for what they do, it unites people regardless of their differences.

BE CONGRUENT WITH THE PURPOSE THROUGH ACTIONS, NOT WORDS

Even if we have an intention to serve, if our actions are not in line with what we say people will stop trusting us. Trust is chipped away every time you do something or are perceived to do something that is misaligned to what you say. How can anyone feel aligned if our actions are not aligned?

Again, perceptions matter. If we say we need to be customer focused and we don't spend any time with customers or talking about customers, the message is diluted. People receive the message that it's not that important. When we want people to be aligned, what we do and say need to be aligned and perceived to be congruent.

BUILD UNDERSTANDING THROUGH DIALOGUE NOT MONOLOGUE

Understanding is not automatically built through talking; we miscommunicate continually. We explain things in a way that people don't understand; we fail to check for understanding; we assume people have agreed or don't talk about our disagreements.

We believe communication has taken place when it's only a monologue. By speaking at Town Hall meetings, team meetings and project meetings, we assume others have understood. Often, people don't fully understand you until you understand them so we need to “Seek first to understand before being understood,” as per Stephen Covey's advice^{xi}. In the absence of dialogue that involves questions, explorations, hypotheses, contributions of diverse views and follow up conversations, it is no wonder we end up with misunderstandings.

Without understanding, alignment is impossible. Strengthening understanding is the responsibility of the person who wants to create alignment. We need to invest in the process of building understanding or we will pay for the misunderstandings later.

Building divergence and convergence takes maturity, skill and effort. In return, you build a sustainable competitive advantage, allowing you to thrive by taking advantage of the changing environment.

WHY NOW?

Many organisations and leaders have seen the work on diversity as a fairness issue, the right thing to do, or a response to the pressure from minority groups. Such organisations may survive or be a follower at best. Those who wish to thrive and be the shaper of the future will do so by embracing the source of innovation and change – people who challenge us with different ideas, perspectives, thinking and make things happen.

Diversity is a means for:

COUNTERING BIASES IN THINKING AND DECISION MAKING

Unconscious bias is a well-known term in the field of diversity and inclusion, and organisations have trained leaders in the topic primarily to reduce biases in hiring decisions. To what extent do we recognise cognitive biases – there are so many more than we realise – in the context of business decision making, innovation, and problem solving? Diversity, when leveraged well, are the antidotes to biased thinking and decision making. Think of corporate failures like Enron, whose over-confident biases resulted in a 21,000 person organisation to go bankrupt. Listening to diverse views to counteract the biases may have saved the organisation.

INTERNAL INNOVATION TO COUNTER DISRUPTIVE CHANGE

Individuals and small businesses are able to develop ideas into business opportunities more easily now, and disruptive business models have challenged established organisations across many industries. Some of these ideas could lie dormant and unrecognised in organisations. The inability to leverage diverse thinking will hinder innovation and leave established organisations at risk of being disrupted.

TALENT ATTRACTION

The best talent are attracted to organisations that allow them to reach their full potential. People get frustrated when they are hired into teams due to their different skill-set or background, but end up needing to 'fit in' because their differences and unique contributions are not valued. Some leave while others stay, disengaged. Organisations who enable people to express and contribute their unique and best talents will create a significant advantage in finding, retaining, and engaging the best talent.

DEVELOPING GLOBAL LEADERS NOW AND FOR THE FUTURE

Leaders who cannot lead and leverage a range of different people are unlikely to succeed in the global, inter-connected world, as talented individuals demand that their uniqueness be acknowledged. Partnering across the supply chain requires flexibility in leadership and greater influencing skills. Working with people who are different, potentially challenging, and having to work through conflict are powerful approaches to developing ourselves personally and professionally. Leaders who are willing to take on this development challenge and grow are more likely to become successful global leaders of the future.



Your organisation's ability to attract and leverage diversity is about building an organisation which can shape its future, generate value through sustained performance and growth.

We can no longer afford to think about diversity as a compliance and fairness issue. With globalisation, talent shortage, need for partnerships and innovation, effective diversity leadership will put us ahead of our competition.

As an organisation:

- How well does your organisation attract and leverage diversity?
- How skilled are your leaders at uniting diverse teams while leveraging the unique talents?
- What's the cost of losing or not attracting the best talent, unproductive partnerships and global teams, stalling innovation efforts?
- How aware are your leaders of the capability required to build diverse teams that outperform?

To learn more about becoming the *Shaper rather than Survivor* by developing capabilities to **Be Smart Together with Diversity**, talk to **Megumi**.

CONTACT MEGUMI

✉ megumi@megumimiki.com

☎ +61 407 323 032

🌐 www.megumimiki.com

Megumi regularly provides insights, thought starters and tools around inspiring people to perform at their best with their diverse talents. Read her articles and sign up to her newsletter at

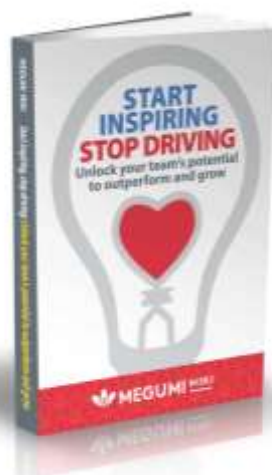
🌐 www.megumimiki.com/blog



Author of **Start Inspiring, Stop Driving** - Megumi helps leaders make adjustments to their everyday leadership to inspire people to perform at their best. Leaders who have made the adjustments have had breakthroughs with people who have been difficult, engaged people who have been disengaged, teams transformed to become proactive rather than passive, people taken accountability rather than blame and make excuses.

Megumi has over 20 years as an internal and external consultant to large corporations including National Australia Bank, ANZ Bank and Accenture.

Megumi is passionate about inspiring people of diverse backgrounds, styles and talents to be their best by unleashing their own potential, as well as enabling people to inspire others. Her knowledge comes from having direct experiences of being marginalised in groups, as well as extensive studies in relevant fields of psychology, diversity, leadership and culture.



COPYRIGHT

Please copy this document with respect. You have permission to post, email, and print and share this material, as long as you make no changes or edits to its contents or format. Please share and make as many copies as you like. We reserve the right to bind it and sell it as part of a book.

DISCLAIMER

Please be sure to take specialist advice before taking on any of the ideas. This white paper is general in nature and not meant to replace any specific advice. Megumi & Associates disclaim all and any liability to any persons whatsoever in respect of anything done by any person in reliance, whether in whole or in part on this paper.

ⁱ Aon Hewitt Best Employers Insights 2015 indicate that Australia/New Zealand Best Employers achieved 74-82% engagement from 2003-2015.

ⁱⁱ Lois Joy, Nancy M. Carter, Harvey M. Wagner, and Sriram Narayanan (Catalyst, 2007), *The Bottom Line: Corporate Performance and Women's Representation on Boards*.

ⁱⁱⁱ McKinsey & Co. (January 2015), *Why Diversity Matters*

^{iv} Katherine W. Phillips, (Scientific American, October 2015), *How Diversity Makes Us Smarter: Being around people who are different from us makes us more creative, more diligent and harder-working*

^v Deloitte (2012), *Waiter, is that inclusion in my soup? A new recipe to improve business performance*

^{vi} Guillaume, Y.R.F, et al, (Journal of Organizational Behavior, July 2015) *Harnessing demographic differences in organizations: What moderates the effects of workplace diversity?*

^{vii} Liane Davey (2013) *You First: Inspire Your Team to Grow Up, Get Along, and Get Stuff Done*

^{viii} Heidi Grant Halvorson and David Rock (strategy+business, July 2015) *Beyond Bias*

^{ix} Howard J. Ross (2014), *Everyday Bias: Identifying and navigating unconscious judgements in our daily lives*

^x Simon Sinek (2009), *Start With Why: How Great Leaders Inspire Everyone to Take Action*

^{xi} *Stephen Covey (1989), Seven Habits Of Highly Effective People*